



SYDNEY HARBOUR FEDERATION TRUST

152nd MEETING OF THE TRUST

Meeting in Private held in the
Sydney Harbour Federation Trust Boardroom, Mosman & via videoconference

Tuesday 7 December 2021, 9.30am – 3.00pm

MINUTES

True & Correct (Abridged) Record of the 152nd Meeting of the Trust
(private and confidential information has been removed where indicated)

Chair



Minutes of the 152nd meeting of the Sydney Harbour Federation Trust held on Tuesday 7 December 2021.

Present

Mr Joseph Carrozzi AM	Chair
Ms Sandra Hook	Member
Mr Tim James*	Member
Mr Bradley Manera	Member
Ms Carolyn McNally*	Member
Mr Michael Rose AM	Member
Mr Steven Issa	Member

* via videoconference

In Attendance

Ms Janet Carding	Executive Director
Mr Justin Bock (<i>partial attendance</i>)	Director Strategic Reform
Mr Graham Izod (<i>partial attendance</i>)	Director Assets & Parklands
Mr Nick Lawry (<i>partial attendance</i>)	Chief Financial & Commercial Officer
Ms Kathryn Roberts (<i>partial attendance</i>)	Director Marketing & Visitor Experience
Mr Daniel Sealey (<i>partial attendance</i>)	Director Planning
Ms Rosemary Southcombe	Secretariat

Apologies

Mrs Tanya Denning-Orman	Member
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The meeting commenced at 9.30am and was held in private due to confidential matters on the agenda.

1. Meeting Opening (Agenda Item 1)

The Chair opened the meeting with an acknowledgement of the Traditional Custodians and Owners of the Harbour Trust lands and paid respects to Elders past, present and emerging.

Attendees were welcomed.

[Mr Graham Izod; Ms Kathryn Roberts; Mr Justin Bock; Mr Nick Lawry and Mr Daniel Sealey joined the meeting]

a) Apologies: Mrs Tanya Denning-Orman

b) Declarations of Interest

Members of the Trust were requested to advise if any declarations of interest are required during the meeting.

2. Action Items from previous Trust Meeting (Agenda item 2)

All action items from previous meetings have been completed or are in progress.

3. Chair's Verbal update (Agenda Item 3)

The Chair welcomed the Members of the Trust, with a particular welcome to new Trust Member, Mr Steven Issa who was appointed by the Hon. Sussan Ley MP (Minister for the Environment) on 16 November 2021. Mrs Tanya Denning-Orman who was also appointed by the Minister on 16 November 2021 was unfortunately unable to attend this meeting.

The Chair advised there was no update on the Harbour Trust's case for investment from the Commonwealth.

4. Executive Director's Report (Agenda Item 4)

The Executive Director's report was taken as read and Ms Carding spoke to it.

Ms Janet Carding highlighted the following matters -

- Staff are returning to the office following the easing of the NSW Government COVID-19 restrictions. Flexible working arrangements will continue with the requirement that staff discuss with their manager their proposed working arrangements which will be assessed on a case-by-case basis.
- The Harbour Trust's 20th anniversary event was successful, with many positive comments having been received.
- Discussions have been ongoing with the Minister's office in relation to the Harbour Trust's case for investment and the Minister's office has also expressed interest in 10 Terminal.
- Opera Australia has cancelled their New Year's Eve performance on Cockatoo Island due to the low number of ticket sales. Opera Australia has advised they are very interested in holding a performance on Cockatoo Island when the current issues relating to the pandemic have passed.
- The Harbour Trust has provided a letter of support to Mosman Council for their proposed bike track at Reid Park (Sirius Cove, Mosman). It is hoped that this bike track will alleviate the issue of ad hoc bike tracks being constructed in bushland, including on Harbour Trust land.
- A new Enterprise Agreement will need to be in place by 1 July 2022. Although Harbour Trust staff are not public service employees, the terms of the Enterprise Agreement can be quite restrictive. Staff will be due to receive wage rises of 1.9%, 2.4% and 2.75% over the next three years. The Enterprise Agreement will need to be submitted to the Fair Work Commission for approval.
- The pandemic has affected visitation to Harbour Trust sites due to the absence of tourists. Locals have, however, been making good use of sites.

Following discussion, Ms Roberts was requested to produce a report on visitation data for the March 2022 Trust Meeting, including information on visitors' reasons for visiting.

In addition, the Trust Members requested that an overview of the key stories of each of the Harbour Trust sites be prepared for the March 2022 Trust Meeting.

As Ms Carding's written report referred to work currently being undertaken by GT Communications, Mr Tim James declared that he is a personal friend of the Executive Director of GT Communications and requested that this be noted.

The Members of the Trust:-

- NOTED the Executive Director's report.

[Mr Graham Izod; Ms Kathryn Roberts; Mr Justin Bock; Mr Nick Lawry and Mr Daniel Sealey left the meeting]

5. Organisational design (Agenda Item 6)

CONFIDENTIAL DISCUSSION

The Members of the Trust:-

- NOTED the discussion paper

6. Draft Stakeholder Engagement Strategy – update (Agenda Item 5)

Ms Carding spoke to the report prepared for this agenda item.

The Draft Stakeholder Engagement Strategy & Governance Framework prepared by Maiden Advisory was placed on public exhibition toward the end of 2020. It was, however, decided to not progress to the next stage with this piece of work until the new Executive Director was appointed.

Ms Carding reported that as she has now met with Maiden Advisory, attended Community Advisory Committee meetings and met with many stakeholders, it is proposed that the draft strategy be remodelled. The aim will be for the strategy to highlight the significance of engagement (with the understanding that engagement is not just about consultation) and to set out a broader spectrum of engagement. It is intended that the strategy will also include a revised stakeholder map and will consider the recommendations from both the Cox Inall Ridgeway review and the recent First Nations Cultural Framework workshops.

Following discussion, the Trust Members agreed with the proposal that Management proceed with the next piece of work on the draft strategy.

The Members of the Trust:-

- NOTED the discussion paper
- AGREED that Management work with Maiden Advisory to develop the next piece of work on the Draft Stakeholder Engagement Strategy & Governance Framework

7. Tenant Selection Committee – requests for approval (Agenda Item 7)

The report prepared for this agenda item was taken as read.

The Tenant Selection Committee (TSC) has recommended that the Members of the Trust approve the extension of two licence agreements, both of which relate to terms beyond 12 months. Under the Harbour Trust Leasing Policy, the Executive Director does not have the authority to approve an extension of a licence agreement for a period longer than 12 months.

The Tenant Selection Committee (TSC) is seeking Trust Members' approval for the following –

- i) A 12 month “meanwhile use” licence agreement extension for rooms 8 and 11 in Building 1 at North Head for the period 1 October 2021 – 30 September 2022.
- ii) A 12 month licence agreement extension to allow the weekly markets to trade at Headland Park for the period 28 October 2021 to 28 October 2022*.

*Mr James declared that he knows the licensee personally and requested that this be noted.

The Members of the Trust:-

- APPROVED the recommendations of the TSC and approved the 12 month extension to both licence agreements.

8. HR Review & Draft Policy (Agenda Item 8)

The report prepared for this item was taken as read and Ms Carding spoke to it.

Ms Carding reported that the People & Culture Manager has begun a process to update, streamline and implement a new suite of human resources procedures and processes that are consistent with the *Australian Government Public Sector Workplace Relations Policy 2020* and the current Harbour Trust Enterprise Agreement.

A draft Human Resources policy designed to clarify and provide direction for Harbour Trust workplace arrangements was provided to the Members of the Trust with the report for this meeting. Following discussion regarding the performance management procedures referred to in the draft policy, it was

agreed that the documentation on performance management be circulated to the Members of the Trust for their information.

The Members of the Trust:-

- NOTED that a review is underway to modernise and streamline the Harbour Trust's Human Resources policy framework and procedures
- NOTED the proposed updated HR policy framework
- APPROVED the draft Human Resources policy

9. Finance Report – as at 30 September 2021 (Agenda Item 10)

Mr Nick Lawry, Chief Financial & Commercial Officer, was in attendance for this item.

The Finance Report prepared for the Portfolio Audit Committee meeting to be held on 16 December 2021 was provided to the Members of the Trust for this meeting.

The Finance Report for the period ended 30 September 2021 was taken as read.

The Members of the Trust:-

- NOTED the Finance paper prepared for the Portfolio Audit Committee meeting to be held on 16 December 2021.

10. Risk & WHS Reports (Agenda Item 11)

Mr Nick Lawry, Chief Financial & Commercial Officer, was in attendance for this item.

The Risk Report prepared for the Portfolio Audit Committee meeting to be held on 16 December 2021 was provided to the Members of the Trust for this meeting.

The report was taken as read.

There was discussion in relation to putting together an ongoing safety plan for review by the Members of the Trust.

It was agreed that it would be appropriate for the Members of the Trust to participate in a WHS workshop and also undertake visits to Harbour Trust sites to view them from a WHS perspective.

As discussed at the Trust Meeting held in September 2021, there is a need to develop a new strategic risk register in early 2022. A workshop will be held with the Members of the Trust to focus on risk and will include safety risk, project management risk, financial risk, site-by-site risk and reputational risk.

The Members of the Trust:-

- NOTED the Risk Report and accompanying WHS Report prepared for the Portfolio Audit Committee meeting to be held on 16 December 2021.

11. Internal Audit Report (Agenda Item 12)

Mr Nick Lawry, Chief Financial & Commercial Officer, was in attendance for this item.

The Internal Audit Report prepared for the Portfolio Audit Committee meeting to be held on 16 December 2021 was provided to the Members of the Trust for this meeting.

The report was taken as read and Mr Lawry confirmed there were no instances of non-compliance.

The Members of the Trust:-

- NOTED the Internal Audit Report prepared for the Portfolio Audit Committee meeting to be held on 16 December 2021.

12. Independent Review Recommendations Implementation (Agenda Item 9)

Mr Justin Bock, Director Strategic Reform, was in attendance for this item and provided a status update on the Independent Review recommendations.

The key areas for upcoming work are the organisation's operating model; stakeholder engagement; leasing policy; Cockatoo Island accommodation; and masterplanning for Cockatoo Island and North Head Sanctuary.

Mr Bock presented a 'Cockatoo Island Hypothesis Tree' which poses questions as to whether outsourcing the accommodation to a commercial operator would result in a better financial return for the Harbour Trust; whether it would result in greater business growth potential; whether an outsourced business would be easier to manage; and whether would it provide a better experience for guests. Further work will be undertaken to address these questions and it is anticipated a report will be provided for the Trust Meeting in March 2022, with a view to having a strategy embedded by June 2022.

Mr Bock presented a quarter-by-quarter task flow and dependencies chart for masterplanning. The aim is that by the end of September 2022, it will be possible to finalise reports and collate inputs from the work undertaken throughout the year with a view to public consultation in October/November 2022.

There was discussion about the remaining budget for masterplanning. It was agreed it would be beneficial for relevant budget information to be included in the individual papers prepared for the Trust Meetings, rather than the budget information appearing in the Finance reports only.

The Members of the Trust:-

- NOTED the Independent Review Recommendations Implementation update report

13. Assets & Parklands – Major Initiatives Update (Agenda Item 13)

Mr Graham Izod, Director Assets & Parklands was in attendance for this agenda item. The report prepared for this agenda item was taken as read.

The report included updates on the Backlog Works Program; the Repairs and Maintenance Program; Sub Platypus Stage 2 Project; and 10 Terminal & Parklands Project. 'Business as usual' updates on Building & Site Services; Rangers; and Volunteers were also included.

Following discussion in relation to the \$24.4m for the Backlog Works Program, it was agreed that a high-level overview of the expenditure be provided in future reports prepared for Trust Meetings.

It was also requested that future reports include a program status update and timeline for the R&M initiatives, similar those that are prepared for the Backlog Works Program.

The Members of the Trust:-

- NOTED the Assets & Parklands Update Report

14. Community Advisory Committee update (Agenda Item 14)

Ms Kathryn Roberts, Director Marketing & Visitor Experience, was in attendance for this item.

The report prepared for this agenda item was taken as read.

The report provided the Members of the Trust with meeting notes and key sentiments from the following meetings and workshops –

- Sub Base Platypus CAC Meeting held on 10 November 2021
- General CAC Meeting held on 11 November 2021



- 10 Terminal Stakeholder Meeting held on 22 November 2021; and
- Aboriginal & Torres Strait Islander Cultural Framework Workshops held on 5 & 12 November 2021

The Members of the Trust:-

- NOTED the Community Advisory Committee update report
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An *in camera* session was not held.

The meeting closed at 3.05pm and was followed by a Meeting in Public which commenced at 3.30pm.